

## EXCELLENT SERVICE BASED ON THE CONCEPT OF CORPORATE ENTREPRENEURSHIP IN HOSPITAL

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### ABSTRACT

The purpose of this study to determine how far the concept of excellent service-based corporate entrepreneurship can be developed in the improvement of health services in hospitals in Indonesia. This study is very important due to a service will be said to be good in the perception of the patient if the patient in line with expectations. The patient's perception becomes the one thing that is very important and should be prioritized by the hospital management, because the principle of corporate entrepreneurship, it is important to realize patient satisfaction.

This research was conducted with a qualitative approach to determine the patient's perception of excellent service quality based on the principles of corporate entrepreneurship at the hospital, then conducted descriptive quantitative research with a structure close-ended-question to the patient participants BPJS and performed different tests are independent sample t test. The samples used in this study were 400 patients. The sampling technique was done by convenience sampling.

The results showed that the value - average of respondents' answers to the patient's long BPJS lower than BPJS new patients. This means better assess patients new BPJS excellent service organized by the hospital better. In addition, the results showed there are 11 indicators which showed no difference between the groups of patients BPJS old and new.

**KEYWORDS :** Excellence Service, Corporate Entrepreneurship, Dan Health Service

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### INTRODUCTION

The hospital was built to provide health services to the community. American Hospital Association (1996; Tarigan, 2009: 19) gives a definition of the hospital as an organization through a trained professional who organized and means medicine that permanently organized medical services, nursing care sustainable, diagnosis and treatment of diseases suffered by patients.

In Indonesia, especially in East Java, the need for health services has increased rapidly. It can be seen based on the information Surabaya Central Statistics Agency (BPS), showed that health care facilities are available in Surabaya has as many as 1,043 such health facilities including hospitals, health centers, pharmacies, and other health facilities (<http://surabayakota.bps.go.id>).

The findings Hardiman (2003; Choerrunisa, 2008: 3) states that the system of hospital services in Indonesia has not been good. The hospital has not been able to ensure the quality of health services, such as doctors often late in coming, the patient had to wait a long time to get service, yet provides a comfortable waiting room, there is no continuity of service, and so forth. There are still many hospitals are not oriented to the needs of the patient

(consumer oriented). Moreover, not a few of the medical personnel who give unsatisfactory patient care and ultimately patient deterrent for treatment to the hospital. Even only partially deliver service excellence or often known as excellent service in the hospital to the patient. Yet it was not only the employees at the front who must provide excellent service, but all lines must also provide service excellence.

Excellent service is very important because it can provide a tremendous effect on the patient. They basically do not only want treatment but also wants to be noticed, respected and praised. Moreover, if the hospital management to make the patient as the main orientation (customer orientation). If all lines in the hospital is able to provide excellent service at a good hospital patient satisfaction effect is not only obtained but turnover will also increase. Therefore, the hospital management needs to understand the concept of corporate entrepreneurship. This is in line with the results of research conducted by Campbell and Mitchell (2012) that an organization in the field of services should apply the concept of entrepreneurship by prioritizing attention to meeting the needs and desires of its customers, so marketers need to identify services that can provide added value to its customers. Moreover, a hospital, need to do a better service to the patient, and make the patient as the priority to be served even if patients who use the facility BPJS Health.

Many constraints experienced during implementation of Health BPJS until the last few months, such as RS poorly prepared. Availability of Medicines, the room was treating doctor is still lacking. Many citizens who complain if the previous program better. BPJS increasingly complex programs. Revealed the fact that the citizens, that there is a reduction in the number of drug when using Askes to BPJS so they hesitate to wear BPJS (tweeter, 2014). Thus this important research conducted with the aim of research to know: Implementation excellent service based on the principle of corporate entrepreneurship at the hospital Dr. Soetomo in Surabaya based on the patient's perception BPJS; and differing perceptions regarding the management of the patient BPJS excellent service based on the principle of corporate entrepreneurship at the hospital.

### **Quality of Service Excellence**

Ratnasari and Aksa (2011: 129-131) states that one of the excellent service quality approaches are popular used as a reference in marketing research is the model SERVQUAL (Service Quality) developed by Parasuraman, Zeithaml, and Berry (1996). SERVQUAL is built upon the comparison of the two main factors, namely the perception of real customers for the services they receive (Perceived Service) with actual services expected / desired (Expected Service).

If the reality is more than expected, then the service can be said to be of top quality, but if the reality was less than expected, then the service is said to be inferior. If the same reality with hope, then the service is satisfactory. Thus the service quality can be defined as the extent to which the difference between reality and expectations of the customers with the services they receive / acquire.

The expectations of the customers are essentially the same as what kind of services should be provided by the company to the customer. The expectations of customers is based on information by word of mouth, personal needs, past experience, and external communications (advertising and promotion of various forms of other companies).

### **METHODS**

This research was conducted with a qualitative approach (for extracting data-pre-research) to determine the patient's perception of excellent service quality based on the principles of corporate entrepreneurship at the hospital, then conducted descriptive quantitative research (as a main research) with a structure close-ended-question to the patient

participants BPJS and performed different tests are independent sample t test. The samples used in this study were 400 patients consisted of 200 patients BPJS new Health and 200 patients BPJS long. The sampling technique was done by convenience sampling.

The analysis technique used this research is independent sample t test. The collected data will also be analyzed using difference test. Test the difference is used to differentiate significantly between the two samples there.

## RESULTS

Different test selected in this study was independent sample t test, because the data comes from two different sample groups. It is said there is a difference if the t test significance level of less than or equal to 0.05. In the independent t test test there is a similarity variance with test Levene's test. If signifkansi Levene test $> 0.05$  then the variance of the data between the two groups homogeneous, so the t test used was t test pooled. Conversely, if signifkansi Levene test $< 0.05$  then the variance of the data between the two groups are not homogeneous, so the t test used was t test separated.

### Different Test Results

Follows is a different test results per variables on aspects of patient BPJS service between old and new.

**Table 1: 2 Different Test Results Free Sample**

Variables	Lama	Baru	Sig Levene's	Ket	P uji t	Ket
Patient enrollment queued too crowded, counters which opened just a few. The average patient is dealt two hours after taking the queue number	3.485	3.400	0.000	no	0.217	there is no difference
Doctors often late in coming	3.490	3.425	0.074	homogen	0.268	there is no difference
The time given to examine the patient is very limited, so sometimes patients can not express the symptoms they feel	3.200	3.610	0.001	no	0.000	there is difference
Patients have to wait long to get service checks	3.045	3.545	0.683	homogen	0.000	there is difference
Patients also have to wait long to get a drug recovery services	3.475	3.545	0.530	homogen	0.210	there is no difference
Patients complain of a reduction in the quantity of drug into the patient ration BPJS Health	3.085	3.545	0.000	no	0.000	there is difference
BPJS drugs to patients is very limited, tending to an important drug for the disease may not even free rations, because the price of expensive drugs	3.185	3.615	0.524	homogen	0.000	there is difference
Yet provides a comfortable waiting room	3.170	3.595	0.000	no	0.000	there is difference
There is no continuity of service	2.985	3.575	0.032	no	0.000	there is difference
Hospital hallways, waiting rooms and cleanliness and order is good	3.170	3.275	0.000	no	0.113	there is no difference
Ample parking space	3.030	3.525	0.017	no	0.000	there is difference
Queued laboratory services are not too long	3.160	3.555	0.002	no	0.000	there is difference
Patients who lined laboratory services, came early in the afternoon addressed, fasting patients become increasingly weak	3.130	3.595	0.009	no	0.000	there is difference
Friendliness medical personnel who provide services to patients	3.280	3.465	0.000	no	0.004	there is difference
Given service flow easily understood	3.120	3.520	0.078	homogen	0.000	there is difference

**Table 1: Contd.,**

Chronology of services provided simple	3.355	3.450	0.069	homogen	0.151	there is no difference
Ease of technical and administrative requirements that must be met	3.345	3.325	0.000	no	0.758	there is no difference
Simplicity of technical and administrative requirements that must be met	3.185	3.540	0.000	no	0.000	there is difference
Officers who provide services clear and easy	3.090	3.535	0.012	no	0.000	there is difference
Officers who provide services to patients in a timely present	3.470	3.535	0.101	homogen	0.273	there is no difference
The existence of officers during service hours remain complete	3.055	3.490	0.508	homogen	0.000	there is difference
Delay work performed by officers rare	3.410	3.295	0.001	no	0.100	there is no difference
The skills and knowledge of the medical team who have for treating patients already well	3.360	3.390	0.002	no	0.610	there is no difference
Information from the medical team delivered a clear and easily understood patient / family	3.130	3.405	0.014	no	0.000	there is difference
Officers in providing services to patients being polite	3.150	3.485	0.033	no	0.000	there is difference
Officers in providing services to patients able to communicate well	3.340	3.460	0.368	homogen	0.074	there is no difference
Officers in providing services to patients being fair	3.160	3.510	0.001	no	0.000	there is difference
The provision of services to all patients without discrimination	3.165	3.455	0.001	no	0.000	there is difference
Officers quickly in providing services to patients	3.295	3.520	0.048	no	0.000	there is difference
Full health infrastructure	3.300	3.560	0.193	homogen	0.000	there is difference
Medical equipment clean / hygienic	3.270	3.435	0.000	no	0.008	there is difference
Neat arrangement infrastructure	3.445	3.500	0.413	homogen	0.370	there is no difference
The cleanliness of the room was good	3.240	3.515	0.023	no	0.000	there is difference
Comfortable waiting room	3.245	3.495	0.012	no	0.000	there is difference
Hour patient care in accordance with schedule	3.195	3.410	0.045	no	0.001	there is difference
Correspondence between the fee paid for a set fee	3.115	3.470	0.049	no	0.000	there is difference
Details of the cost of treating patients with clear and definite	3.240	3.485	0.641	homogen	0.000	there is difference
The level of fairness of reasonable expenses incurred	3.180	3.525	0.000	no	0.000	there is difference

**Source:** Data processed

The results showed the level of homogeneity of variance between the two groups varied there is homogeneous and not homogeneous. Homogeneous results using the t test or t assumed equal variances pooled. While the results are not homogeneous use of the t test of equal variances not assumed or t separated. The results showed there are 11 indicators which showed no difference between the groups of patients BPJS old and new.

While 27 other indicators that differ significantly from the level of significance of less than 0.05. So that the indicator 27 is an indicator that distinguishes between patient perception of care BPJS old and new, and new BPJS patients feel the service in terms of 27 indicators are significantly different from the old BPJS.

Here are the results of different test all variables on aspects of patient care between the old and new BPJS:

**Table 2: Description of Respondents Answer Results All Aspects of Care For BPJS Group of Old and New**

	<b>Kelompok</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Excellence Services	BPJS Old Member	200	3.2303	0.26501
	BPJS New Member	200	3.4889	0.20504

**Source:** Data processed

The results showed value - average of respondents' answers to patient BPJS long (3.2302) were lower than those of new BPJS (3.4889). This means new BPJS better assess patient hospital services better.

**Table 3: Different Test Results of Two Independent Samples t Overall**

		<b>Levene's Test for Equality of Variances</b>		<b>t-test for Equality of Means</b>	
		<b>F</b>	<b>Sig.</b>	<b>t</b>	<b>Sig.</b>
Pelayanan	Equal variances assumed	7.720	0.006	-10.918	0.000
	Equal variances not assumed				

**Source:** Data processed

Then to ascertain the respondent's answer is different can be seen from the results of different test, using a test of two independent samples. The results showed the level of homogeneity of variance between the two groups are not homogeneous. Therefore, do not use the equal variance assumed homogeneous. T test results obtained value -10.918 with a significance level of 0.000, which means there is no difference between old and new BPJS groups.

## DISCUSSIONS

Based on the results of the study indicate value - average of respondents' answers to patient BPJS long (3.2302) were lower than those of new BPJS (3.4889). This means better assess patients new BPJS excellent service organized by the hospital better.

In addition, the results showed there are 11 indicators which showed no difference between the groups of patients BPJS old and new, namely in terms of:

- Pasien antri pendaftaran terlalu ramai, loket yang dibuka hanya beberapa saja. Rata-rata pasien ditangani dua jam setelah mengambil nomor antrian
- Dokter sering terlambat datang
- Pasien juga harus menunggu lama untuk mendapatkan pelayanan perolehan obat
- Lorong-lorong rumah sakit, ruang tunggu dan kebersihan serta ketertiban sudah baik
- Alur pelayanan yang diberikan sederhana
- Kemudahan persyaratan teknis dan administratif yang harus dipenuhi
- Petugas yang memberikan pelayanan kepada pasien hadir tepat waktu
- Penundaan pekerjaan yang dilakukan oleh petugas jarang terjadi
- Keterampilan dan pengetahuan tim medis yang dimiliki untuk menangani pasien sudah baik

- Petugas dalam memberikan pelayanan kepada pasien mampu berkomunikasi dengan baik
- Pengaturan sarana dan prasarana rapi

This is evident from interviews with patients who have a perception BPJS new corporate entrepreneurship-based services are quite good, but there are some new BPJS input from patients, as confirmed by the management (bottom line), there is no rejection, namely:

- Services desirable New BPJS patient in hospital:
  - The attitude of officers Hospital Dr. Soetomo should be patient in serving patients, for example, for patients with advanced age, in order to explain the administration or medical procedures more clearly because the hearing has been reduced sharpness
  - Improve the cleanliness of every room in the Hospital Dr. Soetomo
  - Does not distinguish the patients in the process of medical services
  - Putting the interests of patients without picky
  - Should nurses in providing care for patients can be more polite
  - The medical officer should be responsive and provide direct patient care face
  - Nurses should be more alert and faster in providing services
  - Adding the presence of officers at the post where medical services
  - Clarify the submission of the report to the patient's laboratory test
  - Increase awareness on patients who are being served
  - Increase payment services with more polite and more friendly
  - Improve services more efficiently to minimize queues
  - Increase the number of staff physicians / nurses
  - Increasing awareness of nurses to patients
  - The need to bring additional services specifically for elderly patients, so that the perception of the excellent service based corporate entrepreneurship can be increased by providing services based on the needs of consumers / patients.
- Service desired New BPJS patients from the doctor at the hospital:
  - Examine carefully and friendly
  - Increase kecepat-response from the doctor while serving patients
  - Explanation doctor about the patient's disease should be more clearly
  - Increase the responsibility of the physician while performing their duties

- Describe in detail the problem of disease andpenindaklanjutannya
- The need for equitable services to patients
- Should a doctor be on time if there is an appointment with a patient
- The need to improve hospitality nurses
- Increase friendly attitude to patients
- In order for doctors are not indifferent to the patient
- Doctors should be more concerned with services to patients in advance rather than asking entered through BPJS / General
- Doctors should always show professionalism
- Doctors provide motivation to the patient
- Increase the number of doctors
- Facility desired New BPJS patient in hospital:
  - Mosque should be frequently cleaned
  - Number of rooms stay for patients should be added
  - Expand the parking spot
  - Add the lounge or seating
  - ICU beg to be more hygienic
  - Increase the number of trash cans
  - Add a space where breastfeeding for patient / pregnant women
  - Increase the patient's room
  - Increase the waiting room comfort
  - Improve the cleanliness of the room
  - Adding a smoking room / smoking area room
  - Provide additional facility is a place to stay for families of patients
  - Improve the cleanliness of the canteen and toilets

Thus, the implementation of excellent service based Corporate entrepreneurship, it would be better to listen to advice or input from the patient, but also must seriously, because there are input / information that the management of the hospital providing care for patients with attention to the needs of the patient so that the patient can feel satisfaction, felt the patient has not been implemented properly, because many patients are getting worse illness and even death. Additionally, preferably, health officials do not differentiate between patient care and BPJS general.

Next is the result of interviews with patients who have long BPJS perception of corporate entrepreneurship-based services are quite good, but there are some Old BPJS input from patients, as confirmed by the management (bottom line), there is no rejection, namely:

- The service desired Old BPJS patients in hospital:
  - Directly addressing new patients dating
  - The registration services more quickly so that there are no long queues
  - It should not be favoritism to the consumer / patient
  - Care of the administration should be more clearly
  - Quick response in accepting complaints
  - Hospitality doctor
  - Doctor plus
  - Facilities should be added
  - Modesty nurses
  - The need for additional space and medical personnel and administrative staff
  - Hours of service should be added
  - Services administration should be more clear and simple / uncomplicated
  - The professionalism of nurses
  - Care should drug is already set, so no need to separate
  - The flow of administrative services are easy to understand
- Service desired by Old BPJS patient from the doctor:
  - Skills doctor
  - Physicians perform their duties with dedication
  - Increase the number of doctors
  - The friendly attitude of doctors
  - Be fair to the patients
  - It should be more cautious in prescribing
  - Directly responding to by Old BPJS patient who are new to
  - Care faster
  - The medical team and ask the administration to be more responsive in dealing with by Old BPJS patient

- Doctors do not focus on the patient (often playing gadget)
- The seriousness of dealing with patients
- Doctors should not be rude when dealing with patients
- It should be more selective in prescribing
- Physicians currently treating patients in order not to underestimate
- The need for the friendly attitude of doctors
- Desired facilities by Old BPJS patient:
  - Space should be admitted to the emergency room cleanliness
  - The price of the parking lot is alleviated, not per hour bayarnya
  - So far it has been pretty good amenities
  - Room rooms should be added because many patients are neglected
  - The place to stay for families of patients should be considered to be held
  - Labor plus
  - The emergency room is cleaner and closed
  - Bed in the room, the distance between by Old BPJS patient that is not too close
  - Need to add a place to stay for families by Old BPJS patient
  - Parking cheaper
  - Services are easy to understand tentagn administration by adding a special window
  - Mosque and toilet should be cleaned frequently dlebih
  - The emergency room is more enclosed and standards
  - The tranquility of fellow by Old BPJS patient, necessitating patient-care areas and by Old BPJS patient waiting room more comfortable
  - Extending the waiting room.

## CONCLUSIONS

In addition, there are other findings, for example input / information from the patient that after the application of rules by Old BPJS patient grow surged more and more, so that by Old BPJS patient are not abandoned by the hospital should add labor, service is not good, there are still many shortcomings, Doctor likes picky by Old BPJS patient, unjust, yet provides a comfortable waiting room, there are still many families of patients who sleep in the hallway rimah sick, and as a patient, feel uncomfortable if the start of the service, the doctors always ask patients admitted to hospital from track what, if known from the path old BPJS patients, then the patient becomes an advantage, should the services of a medical

team to the patient treated accordingly Some recommendations needed based on the results of this study are:

- Increase the desired service BPJS patients in hospitals, such as responsive in serving patients, minimize queues of patients by increasing the number of personnel, providing medical services in a fair / not picky, increasing friendliness medical teams, simplify administrative procedures, streamline care system medical and pharmaceutical.
- Improve the services of doctors, such as doctors perform their duties with dedication and high professionalism, increase the number of medical personnel, services of physicians were more friendly and not picky patient, more careful in prescribing the drug, and physicians focus to the patient instead of the gadget.
- Improve the facilities at Hospital facilities, such as improving hygiene room patient rooms, rooms, toilets, and emergency room and waiting room patients, increasing the number of rooms for patient care, build / hostel for relatives of patients, led to a new service for elderly patients such as shuttle service, reducing the distance between bed patients, and alleviate the parking rates in order not to pay per hour.

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